



Strengthening the Monitoring & Evaluation of USG Activities in Unstable Environments

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Presentation Objective



- To discuss:
 - Effective M&E techniques that have been conducted in unstable environments.
 - New methodologies – innovation by necessity.

M&E Challenges in Unstable Environments



- Shorter USG staff deployments
- Restriction of movement
 - Ability to collect data
 - Ability to verify data
- Many players, time constraints – stovepiping of programs
- Effectively measuring stabilization





IBTCI's Recent Conflict Experience



- Iraq Monitoring and Evaluation Performance Program, Phase II (MEPP II)
- Iraq Evaluation of the Community Stabilization Project
- Yemen Monitoring and Evaluation Program (YMEP)



Shorter USG Staff Deployments



- The Mission-wide M&E provider:
 - Acts as an extension of USAID's Program Office
 - Augments Mission institutional memory
 - Provides portfolio-wide knowledge
 - Program Design
 - Mission Strategy



Restriction of Movement - Ability to Collect Data



- USG movement restricted to the IZ and PRTs (Iraq) and to Sana'a (Yemen)
- Eyes and ears of USAID
- MEPP II expat staff able to travel widely
 - Visited all 18 provinces
- Use of local data gathering partners providing country – wide coverage



Restriction of Movement – Ability to Collect Data



- Multiple partners
 - Capacity for simultaneous monitoring activities
 - Different specializations and geographic presence
- “Low profile” data gatherers
- Access to previously unverifiable data



Ability to Verify Data



- Who monitors the monitors?
 - Follow up interviews
 - Triangulation by cross checking other sources
 - Subject Matter Experts



From Stovepiping to a Holistic Approach



- Evaluating Non-Lethal COIN Program – Lessons Learned
 - Need for a holistic viewpoint when designing programs/evaluation
 - Need for better coordination and integration of programs is magnified in such dynamic environments.
- Yemen Synchronization Efforts



Yemen – When Standard Practices Won't Do



- Targeting Stabilization – USAID/Yemen Strategy:
 - How to measure, aggregate & independently assess stability effects?
 - Approach:
 - Develop two-step methodology that: (1) Measures effects of USAID activities; (2) critiques effects of USAID programming on stability.
 - Develop MIS/GIS Clearinghouse to aggregate & support info reporting & analysis.



Stability PMP & Monitoring Methodology - What's Different?



- Stability Assessments to identify (or verify) drivers of instability (DOIs)
- Identification of triggers of instability
- Development of stability-focused indicators
- Are programs having any positive effect(s) on stability?
- Use of expert panels – an independent critique of claimed stability effects



Yemen - Illustrative Stability Activity Example



- *Activity: Vocational Training and Job Placement in Al Jubah District, Marib Governorate*
- *Specific Objective:*
 - *At-risk youth trained and employed*
- *Stability Assessment – DOIs identified:*
 - *Large at-risk youth population*
 - *Unemployment*



Stability Example: Triggers & Output Indicators



- *Activity Trigger:*
 - *Messaging from anti-government groups*

- *Activity Output-Level Indicators:*
 - *# of youth trained in vocation education or apprenticeship*
 - *# of youth permanently (long-term) employed*



Stability Example: Outcome Indicators



- *Outcome-Level Indicators:*
 - *# of participants with improved perception of local officials program (confirmed by preparation for job placement)*
 - *Change in local employment rates for at-risk youth*
 - *Change in number of applications by at-risk youth for participation in vocational education programs*



Stability Example: Effects of Activity on Stability?



- Desired effects (categories):
 - Reduction of dissatisfaction relating to resources/service competition or increased resource/service availability within at-risk groups
 - New or improved policies or practices affecting at-risk groups
 - New or strengthened institutions (formal or informal), servicing the critical needs of at-risk groups



Stability Example: Use of Independent Panels



- Are there any DOIs that are not currently being addressed by current USAID activities?
Ex: District activities failed to address land tenure issues, a key source of tension in the district.
- Likely sustainability of achieved stability effects?
Ex: While USAID activities in this district demonstrated positive changes in the short term, instability driven by land tenure issues has the potential to override gains in the longer term.

Stability Methodology: Use of Aggregation



- Categories of Drivers of Instability
- Categories of Stabilization Effects
- Independent Panels: Common Questionnaires





Thank You!



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